



# NAVY MEDICINE HIGH RELIABILITY HUDDLE

Presented by the Office of the Chief  
Medical Officer (OCMO)

OCTOBER 2023 EDITION | HRO SHAREPOINT

## High Reliability Organization (HRO) Updates

### NAVY MEDICINE QUALITY AND SAFETY LEADERSHIP ACADEMY (NMQSLA) COHORTS 8 & 9 GRADUATE

In September 2023, **35 Scholars from Cohort 8 and 24 Scholars from Cohort 9** received their certificates of completion for NMQSLA, graduating as HRO leaders within Navy Medicine. The program, which began in March (Cohort 8) and June (Cohort 9) of 2023, took Scholars through **Navy Medicine's High Reliability Organization (HRO) journey**, including anecdotes of how Navy personnel have been using the core principles and pillars of HRO to improve safety and quality around the world.

NMQSLA, which serves as **the premier training program for HRO within Navy Medicine**, will enter its seventh year of operation in 2024. This milestone brings with it new requirements from Acting Surgeon General RDML Via. He has directed **all CMOs and CMO equivalents (i.e., Fleet and Force Surgeons) take the course and that those in other milestone billets will likely be so directed in the future**. With HRO's growing importance throughout Navy Medicine, NMQSLA will continue to build a cadre of HRO leaders trained to implement HRO principles across Navy Medicine.

In his keynote address to this year's NMQSLA Scholars, RDML Via highlighted his goals for the program and expectations of future graduates.

### RDML Via's NMQSLA Objectives

#### HRO AWARENESS

Understand how to define and explain what HRO principles mean within Navy Medicine and how they are applied.

#### OPERATIONAL SUPPORT

Provide the tools for the operational medicine community to ensure readiness, quality, and safety needs are met.

#### SEEK A HIGHER STANDARD

Avoid looking to meet only the minimum requirements.  
Instead, focus on what needs to be advanced next and how to push ourselves forward.

#### GET REAL, GET BETTER

Get Real through analyzing your current performance and challenge your beliefs through collaboration with fellow Scholars.  
Get Better by using mistakes as learning opportunities.

RDML Via emphasized his goal for all NMQSLA graduates to **achieve a culture of excellence, foster a culture of continuous learning, and maximize force readiness**; NMQSLA graduates are well-positioned to identify problems and apply HRO principles in the pursuit of organizational excellence.

The program brings together those with experiences from across Navy Medicine. If you are interested in taking NMQSLA, please contact the NMQSLA Support Team.

For more information on NMQSLA, please contact the [NMQSLA Support Team](#)



# HIGH RELIABILITY HUDDLE

## Operational Clinical Community Highlights

OCTOBER 2023 EDITION, PAGE 2 | HRO SHAREPOINT

Each **Navy Medicine Operational Clinical Community (NMOCC)** consists of Sub-Communities (SCs) and Working Groups (WGs). This section highlights recent updates from each NMOCC.

NMOCC	Highlights
<b>Female Force Readiness</b> BUMED Managers: <i>CDR Schulz</i> Community Chairs: <i>CDR McGill &amp; LCDR Eubanks</i>	The Neuromusculoskeletal SC Board (NMSK SCB) developed two Disordered Eating Guides for providers and service members. The <a href="#">provider guide</a> gives an overview of common eating disorder characteristics, Diagnostic Statistical Manual 5 <sup>th</sup> Edition Text Revision (DSM-5-TR) Diagnoses, various tests and studies for evaluation, and immediate steps for care. The <a href="#">guide</a> for service members also overviews common eating disorders and potential warning signs. This guide contains resources service members can utilize and information on when to see a provider if concerns arise.
<b>Neuromusculoskeletal</b> BUMED Manager: <i>CDR Wallinger</i> Community Chair: <i>CDR Hammond</i>	The Spine and Ergonomics SC (SESC) is working on the creation of best practice guidelines on how aviators should properly put on equipment such as vests, helmets, and other flight gear to reduce vibration and head strain. Currently, SESC members are in the process of gathering data on reported aviator injuries relating to the back and neck, as well as identifying and meeting with beneficial points of contact for additional information.
<b>Operational Medicine</b> BUMED Manager: <i>CAPT Moore</i> Community Chair: <i>CDR Keleher</i>	The Operational Medicine NMOCC has stood up the Anti-Obesity Medications WG, chaired by CDR Buckland-Coffey. The mission of this group is to provide guidance on how medical providers should approach anti-obesity medications in the operational setting. The result will be a set of best practices providers can refer to until formal guidance is available. The WG consists of members from across the enterprise, including nutritionists, dietitians, Fleet representatives, Special Warfare representatives, the dive community, and the aerospace community. The expected completion date for this work product is 01 DEC 2023.
<b>Oral Health</b> BUMED Managers: <i>CDR Cheng and LCDR Norris</i> Community Chairs: <i>CAPT Paddock &amp; CDR Beck</i>	The Oral Health NMOCC has recently selected CDR Maria Julia-Montanez as the new Readiness SC Chair. Additionally, in October, the Dental Services (N332) Leadership will meet with the Dental Specialty Leaders to discuss Oral Health NMOCC updates, BUMED reorganization, and highlight Expeditionary Medical (EXMED) platforms. Further, the Sterile Processing Department (SPD) Personnel Qualification Standard (PQS) Training Module WG is continuing to make edits to the product and will look to engage with other key stakeholders.
<b>Psychological Health</b> BUMED Manager: <i>CDR Magel</i> Community Chairs: <i>CDR Duff &amp; CDR Segovia</i>	The Embedded Mental Health (EMH) SC has created supplements to the EMH Guidebook (approved and socialized in 2022) to capture updated practices and policies among the EMH community. The EMH Guidebook Supplements are informed by EMH providers and stakeholders from Naval Expeditionary Combat Command (NECC), Naval Air Force (NAVAIRFOR), Submarine Force (SUBFOR), and Fleet Marine Force (FMF) communities and are under review by the Psychological Health Advisory Board (PHAB).
<b>Trauma</b> BUMED Manager: <i>CAPT Shattuck</i> Community Chairs: <i>CAPT Fitch &amp; CDR Yelon</i>	The Trauma NMOCC is working with En Route Care (ERC) subject matter experts (SMEs) to develop three En Route Care System (ERCS) Courses of Action (COAs) that focus on the Training and Sustainment Plan and Expeditionary Medicine Scope of Practice for ERC nurses and corpsmen. In conjunction with the COAs brief, the Trauma NMOCC also developed a Plan of Action & Milestones (POAM) outlining specific components of ERC for the future. The SC is continuing to work on COA development.

NMOCC work products that have been approved by the Navy Medicine Wellness, Readiness, and Quality (NMWRQ Cell) can be found [here](#). Want to get involved in the NMOCCs? Reach out to the [NMOCC Support Team](#)!



### EMF JULIET COMPLETES MEDICAL MISSION IN HONDURAS

From 14 to 18 August 2023, Expeditionary Medical Facility (EMF) Juliet completed a Navy orthopedic surgical mission in Honduras. A ten-person surgical team of Navy and Honduran surgeons and residents collaborated on 61 surgeries. With the help of the Joint Task Force (JTF) Bravo, the surgeries occurred at Hospital Escuela, a resource-scarce Level I trauma hospital in Tegucigalpa, Honduras.

The surgical team worked collaboratively throughout the duration of the effort, demonstrating a strong *Sensitivity to Operations* by navigating language differences to ensure all medical expertise in the operating room was utilized. To prioritize what cases needed intervention, the medical staff identified which surgeries required complex medical treatment. LCDR Vanna Rocchi, an EMF Juliet pediatric orthopedic surgeon, discussed one of the most intricate surgeries, noting that the surgical team was able to utilize the deformity correction procedure to correct "a severe tibia deformity on the lower leg" of a patient, resulting in a "nearly straight leg."

CAPT Linda Smith, EMF Juliet's Commanding Officer, stated how their mission exemplified a "true partnership and exchange of knowledge with the Honduran medical professionals" and established a greater confidence "to deploy in austere environments with both our partner nations and joint forces."



*EMF Juliet personnel, collaborating with Honduran surgeons & residents, work on a pediatric reconstructive surgery*

For more information on EMF Juliet Medical Mission, please view the link [here](#).

### MARINES AND SAILORS PARTICIPATE IN CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR (CBRN) TREATMENT TRAINING

Marines and sailors across multiple EMFs participated in a three-day CBRN training at the Marine Corps Base Camp Pendleton. The training recruited members from EMF 150 Alpha, EMF 150 Bravo, EMF 150 Kilo, EMF Camp Pendleton, 1st Medical Battalion, and Combat Logistics Regiment 17 (CLR-17). To ensure a well-rounded curriculum, training leadership was led by the U.S. Army Medical Research Institute of Infectious Diseases (USAMRIID) and U.S. Army Medical Research Institute of Chemical Defense (USAMRICD).

From the 11 resident courses, 68 marines and sailors engaged in two sessions related to chemical and biological casualties in the field and the medical facility. EMF 150 Alpha's Decontamination Officer, Lt. Alexander Miller, stated he appreciated "the depth of knowledge and level of training that was imparted to the students in attendance..."

and "...feel[s] confident in our unit's ability to perform medical management and decontamination procedures in a forward-deployed environment." While the organizational focus of USAMRIID and USAMRICD differs, a shared objective was to unify Marines and Sailors by simplifying terms and acronyms to strengthen medical capabilities between military branches. Marine Sgt Alan Plantikow stated "this training has been valuable as it provides an in-depth focus on the administration of antidotes and the specific dosages required." Given the severity of the effects exposure to chemical and biological threats poses to the warfighter, CBRN training is critical to ensuring all Sailors and Marines are given the training necessary to *Defer to Expertise* and adhere to the appropriate medical management procedures in high-risk environments.



*Marines and Sailors donning gear for training.*

For more information on the CBRN Training, please view the link [here](#).



# HIGH RELIABILITY HUDDLE

## Newsletter Links and HRO Resources

OCTOBER 2023 EDITION, PAGE 4 | HRO SHAREPOINT

### HRO Resources

#### **Navy Medicine High Reliability Network SharePoint**

<https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/Pages/default.aspx>

#### **OCMO HRO COVID-19 Reference Library**

<https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/Pages/HRO-COVID-19-Reference-Library.aspx>

#### **Navy Medicine HRO Competency Model**

<https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/Pages/Competency-Model.aspx>

#### **Navy Medicine Patient Safety Alerts**

<https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/Guidance%20Documents/Patient%20Safety%20Alerts>

#### **Navy Medicine Scientific Panel**

<https://esportal.med.navy.mil/bumed/rh/m2/NavyMedicineScientificPanel/SiteAssets/Scientific%20Panel%20Home%20Page.aspx>

#### **Navy Medicine Lessons Learned Portal**

<https://esportal.med.navy.mil/sites/navmedkm/LL/SitePages/Lessons%20Learned.aspx>

#### **MHS High Reliability Network**

<https://info.health.mil/sites/hro/Pages/Home.aspx>

#### **Ready Reliable Care (RRC) Communications Toolkit**

<https://info.health.mil/sites/hro/PublicationsLibrary/Ready%20Reliable%20Care%20Communications%20Toolkit.pdf>

#### **Ready Reliable Care (RRC) Q&A Mailbox**

[dha.ncr.hit-staff.mbx.ready-reliable-care@mail.mil](mailto:dha.ncr.hit-staff.mbx.ready-reliable-care@mail.mil)

### NMQSLA Cohorts 8 & 9 Closeout (Page 1)

For more information on NMQSLA, please contact the [NMQSLA Support Team](#)

### OCMO & NMWRQ Cell Updates (Page 2)

#### **Female Force Readiness (FFR) Eating Disorder Provider Guide**

[https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Health Promotion and Wellness/Women's Health/Documents/Musculoskeletal/08 JUN 2023 Disorder Eating Resource for Providers vF.pdf](https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Health%20Promotion%20and%20Wellness/Women's%20Health/Documents/Musculoskeletal/08%20JUN%202023%20Disorder%20Eating%20Resource%20for%20Providers%20vF.pdf)

#### **Female Force Readiness (FFR) Eating Disorder Servicemember Guide**

[https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Health Promotion and Wellness/Women's Health/Documents/Musculoskeletal/12 JUN 2023 Disordered Eating Resource for Patients vF.pdf?ver=ldFxnM2UJ4sWWbLmY6VJDA%3d%3d](https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Health%20Promotion%20and%20Wellness/Women's%20Health/Documents/Musculoskeletal/12%20JUN%202023%20Disordered%20Eating%20Resource%20for%20Patients%20vF.pdf?ver=ldFxnM2UJ4sWWbLmY6VJDA%3d%3d)

### HRO Spotlight and Updates (Page 3)

#### **EMF Juliet Completes Medical Mission in Honduras**

<https://www.med.navy.mil/Media/News/Article/3502888/expeditionary-medical-facility-juliet-conducts-first-us-navy-orthopedic-surgical>

#### **Marines and Sailors Participate in CRBN Training**

<https://www.med.navy.mil/Media/News/Article/3514652/emf-150-alpha-hosts-cbrn-training-teams-aboard-camp-pendleton/#:~:text=Marines%20and%20Sailors%20assigned%20to%20Expeditionary%20Medical%20Facility,Pendleton%20from%20Aug.%202022%20through%20Aug.%202023>